Civilian Community Management

Shaping the workforce . . .

Supporting the warfighter . . .

Securing our future.

Same Mission; Different Uniform

"The Perfect Storm"

of rapidly changing mission,

aging workforce,

competing marketplace,

and rising expectations

The BIG Picture:
Why is Civilian Community Management important to the Navy?

- Recognizes and maximizes civilians as part of the Total Force

- Integrates Total Force strategic processes with active, reserve, civil service personnel

- Allows leadership to address DON-wide human capital issues, forecast future skill needs, and recruit and retain the right people

- Integrates competencies across the Total Force in alignment with mission

CCM's Stand-up & Mission

- **2001:** Civilian Community Management established by CNO
- **2002:** Community Leadership Board and 21 communities established
- **2003:** Communities' "health" assessed; SkillsNET foundational process begins for federal workforce
- **2004:** Surveys initiated
- **2005:** First civilian 5 Vector Model prototype deployed

Community Managers: Centralized Energy

- Partner with Executive Level Community Leaders for leverage, clout, and buy-in

- Integrate with key community players at all levels – both Navy and Marine Corps

- Create solutions to address critical needs

- Lead Naval-wide survey process and community health assessments

- Prototype 5 Vector Models for civilian communities

- Initiate profound change for career management

Building Career Roadmaps
with validated competencies

- Utilize SkillsNET validated data

- Build communities of expertise

- Provide civilians definitive tasks, skills, abilities and developmental opportunities

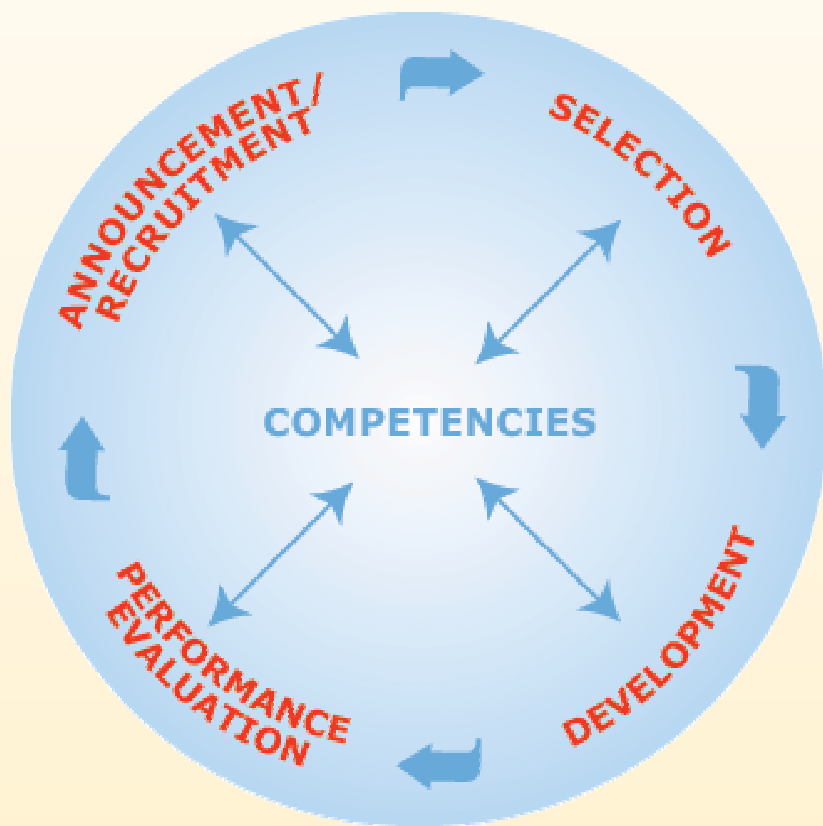- "Play to Their Strengths" to market their skills and competencies
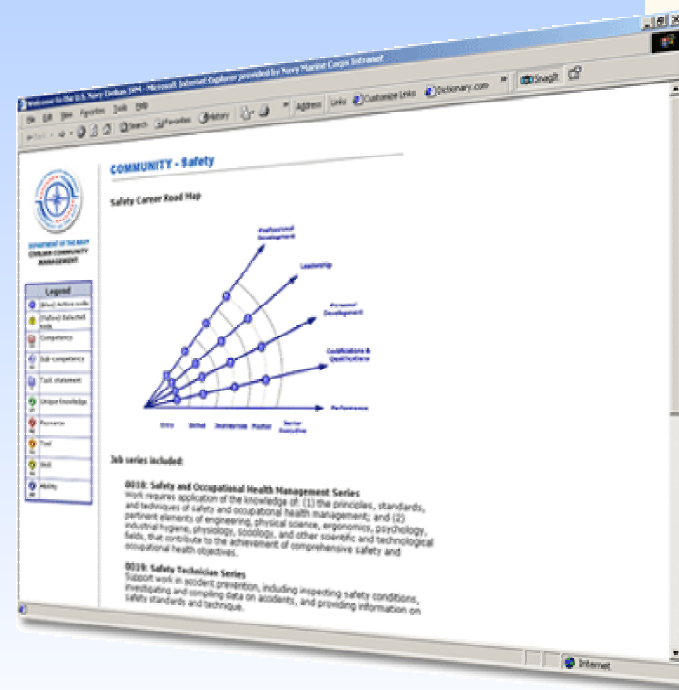
Singing from the same sheet of music:
What is a Competency?

"An observable, measurable pattern of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully."

- Defined by Office of Personnel Management (OPM)
- Aligned with National Security Personnel System (NSPS)
- In collaboration with uniformed Navy initiatives

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How Competencies Support NSPS

COMPETENCIES

ANNOUNCEMENT/ RECRUITMENT

SELECTION

DEVELOPMENT

PERFORMANCE EVALUATION

- Create framework for development of employees' critical skills to enable higher performance

- Provide for more accurate performance evaluation and compensation decisions

SkillsNET: Gathering the Data

Validated data populates series-specific
5 Vector Models

- Web-based survey
- Systematic analysis of individual series competencies
- Separate data collection and validation processes for accuracy

Safety 5VM
First Out of the Chute

- 900+ FTEs
- GS grade level from 4 – 15; Average grade level GS-11
- <17% with college degree
- 54% eligible for retirement in next 5-10 yrs

Middle-aged, white male with a high school diploma or GED

The 5-Vectors

**Model creates a holistic approach to developing professionally
and personally throughout one's career;
Provides tools and opportunities to learn, grow, lead, and excel**

1. **Professional Development Vector** – Occupation specific competencies

2. **Leadership Vector** - A continuum of leadership development based on current assignment and OPM/OCHR/Command leadership programs, not simply one's grade

3. **Personal Development Vector** – government suitability and foundational competencies, e.g. Navy Core Values, EEO, lifelong learning, etc.

4. **Certifications and Qualifications Vector** – Occupational specific qualifications and related industry certifications

5. **Performance Vector** - Assesses overall performance taking into account all vectors.

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Career Road Map – Professional Development Vector
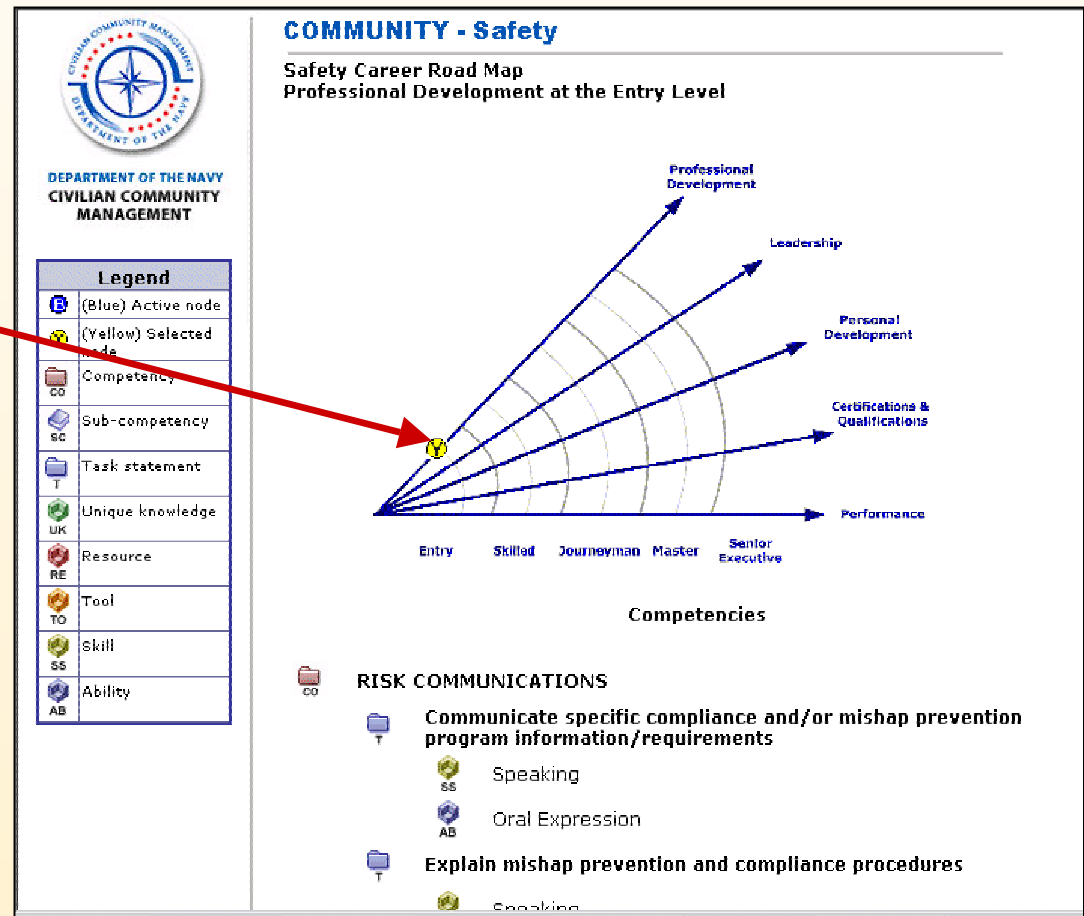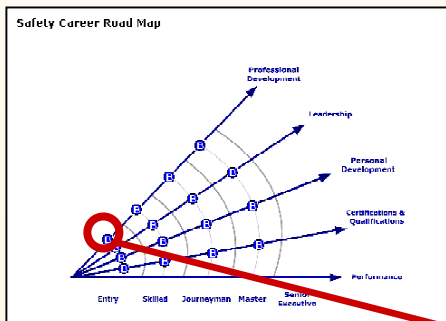
Professional Vector SkillObjects ™

Professional
Development

SES

Master

Journeyman

Skilled

Entry

SkillObjects ™
- **Risk Communication**
- **Professional Development**
- **Compliance Evaluation**
- **Inspection, Investigation, & Monitoring**
- **Review Documents & Plans**
- **Risk Assessment**
- **Training**
- **Data Analysis**
- **Records Maintenance**
- **Develop Programs & Program Guidance**
- **Hazard Identification**

Professional Development Vector Competencies

RISK COMMUNICATIONS
- Communicate specific compliance and/or mishap prevention program information/requirements
  - Speaking
  - Oral Expression
- Explain mishap prevention and compliance procedures
  - Speaking
  - Oral Expression
- Provide efficient professional customer service
  - Social Perceptiveness
  - Oral Expression
- Report unsafe/unhealthful working conditions, safety inspections, mishap investigations and self-assessment findings
  - Written Expression
  - Writing
- Basic Compliance and mishap prevention terms and concepts
- Latest version of MS PowerPoint
- Reference materials, National Concensus standards, OSHA, DOD, etc
- NAVOSH Requirements
- Computer
- E-mail Account
- Tape Recorder

COMPLIANCE EVALUATION
- Analyze and determine deficiencies in safety program elements
  - Problem Identification
  - Problem Sensitivity
- Prioritize work load
  - Time Management
  - Time Sharing
- Risk Management Principles; Hazard Identification; Industrial Hygiene Principles
- Reference materials National consensus Stds,OSHA, DOD, Navy, etc
- General Industry Standards
- Intro to Hazardous Materials (Ashore)
- Electrical Safety Standards
- Computer

INSPECTION, INVESTIGATION, AND MONITORING
- Inspect industrial, workplace, recreational processes, procedures, equipment, facilities, and environments for compliance hazards, or unsafe conditions
  - Monitoring
  - Gross Body Equilibrium
- Inspect vertical and horizontal structures and spaces
  - Problem Identification

Competencies

RISK COMMUNICATIONS [Development]

Communicate specific compliance and/or mishap prevention program information/requirements

Speaking

Oral Expression

Explain mishap prevention and compliance procedures

Speaking

Oral Expression

Provide efficient professional customer service

Social Perceptiveness

Oral Expression

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Developmental Opportunity

Risk Communications (Entry level)

Developmental Opportunities	
Development	*Description*
Effective Communications (45002)	https://www.nko.navy.mil (go to 'Learning' - 'Navy eLearning') **4 day** **internet** Helps one manage the roles of communication, understand why effective communication is important, and know how to follow the steps of the communication process. This interactive multimedia training program provides opportunities to make personal improvements to your communication effectiveness.
Guidelines for Effective Communications (45271)	https://www.nko.navy.mil (go to 'Learning' - 'Navy eLearning') **4 hours** **internet** Introduces the world of business communication in general, and areas that are fundamental to effective business communication today

CCM: Where We Are Today

	Strategy	Stars Reviewers	Legacy Generation	Legacy Editing	Legacy Review	Legacy Finalization	Skills & Ability Linkage	Tools/Tasks/Unique Knowledge	SURVEY	SkillObject Gen	SkillObject Edit	5VM	Critical Work Functions
	0%		25%			50%			75%				100%
Engineering/Science													
IT													
Environmental													
Logistics													
Contracts													
HR													
Legal													
Financial													
Ed & Training													
HP													
Administration													
Knowledge Workers													
Clerical and Asst.													
Analysts													
Security/Law													
Intelligence													
Comm. Support													
Acq Prg Mgmt													
Ind Trds													
Manu/Prod													
Medical Nurses			Nurses										
Med Asst													
Med Records													
Media & PAO													
Safety													

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Leverage: Aligning Communities
Across the Total Force

Mature Communities	In Progress
• Safety & Health • Program Management • Contracts • Security & Law Enforcement • Analysts • Community Support • Legal • Media & Public Affairs • Financial Management	• Industrial Trades • Administrative • Facilities • Logistics • Manufacturing & Production • Medical • Human Resources • Training & Education • Environmental • Science & Engineering • Information Technology • Intelligence

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5VM Comparative

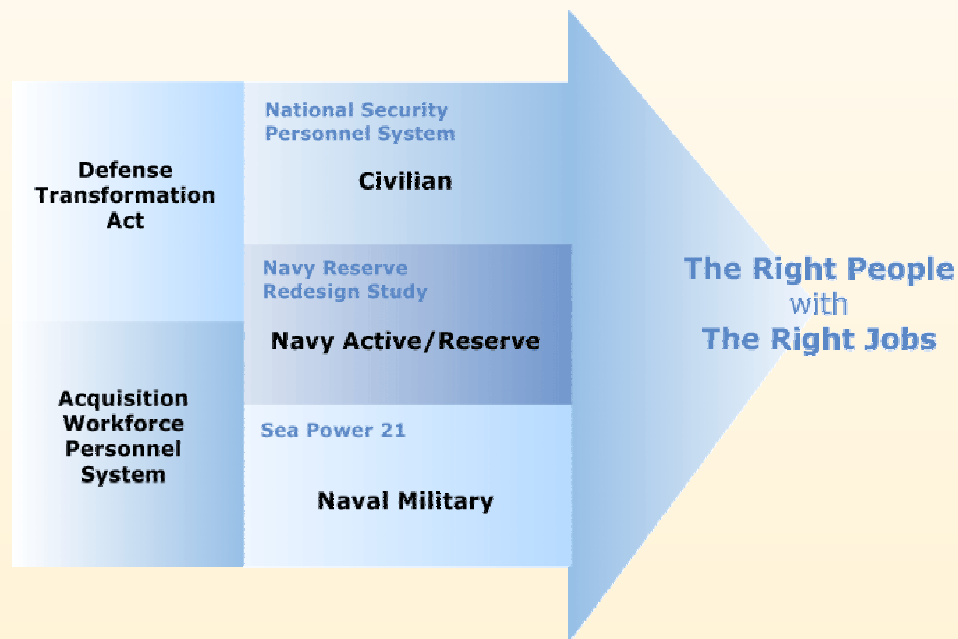| Feature	Military	Civil Service
5 Vectors: professional, personal, leadership, certs/quals, performance	X	X
Career planning	X	X
Career execution	X	
Skill Object™ based	X	X
Linked to competencies	X	X
Linked to desired behaviors	X	X
Linked to learning alternatives	X	X
Human capital integrated metric	X	
Human capital index	X	
Learning gap	X	
Learning analysis	X	
Learning Plan		
Career Mapper	X	
JASS	X	
Interactive Personal continuum	X	

Transition to Career Management SWOT Analysis

Strengths	Weaknesses
• Experienced workforce • Established lines of business • "Loyal" employee base	• Outdated skill sets • Lack of mission alignment • Retirement Age workforce

Opportunities	Threats
• Implementation of NSPS • Career Progressions • Developmental events • Community Alignment	• Implementation of NSPS • Organizational uncertainty • Series abolishment • Private industry appeal

What's Next?

- Continue CCM efforts in support of Navy's Total Force approach by crosswalking competencies across communities and the military

- Finalize 5VMs for all 21 communities by 2006

- Educate and create an environment of empowerment for all civilians to take control of their careers

Defense Transformation Act

National Security Personnel System

Civilian

Navy Reserve Redesign Study

Navy Active/Reserve

Acquisition Workforce Personnel System

Sea Power 21

Naval Military

The Right People with **The Right Jobs**

Navy Civilian Community Management

What's the Buzz?
Partnerships for Alignment

- Community Leaders and Managers

- DOD Competency Board

- Office of Personnel Management (OPM)

- Deputy Assistant Secretary of the Navy for Human Resources (DASN)

- Office of Civilian Human Resources (OCHR)

- SkillNET

- Total Force Task Force (TF2 HCS)

- Sea Warrior

- Human Capital Objects Governance Board (HCO GB)

- NAVMAC

- NPDC

- NETC

- HPC

- NKO, Ninth House, Franklin Covey, LMI

- And other assorted "characters"

Navy Civilian Community Management

Learn More

- Visit www.nko.navy.mil

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